

Arava Institute Policies and Procedures



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I. MISSION

Our mission is to advance cross-border environmental cooperation in the face of conflict.

II. VALUES STATEMENT

- **Sustainability:** We strive to create a healthy balance between human activities and the earth's ecosystems – both in teaching and research activities and in our own impacts.
- **Interdisciplinary:** We combine scientific, social, and policy aspects in our approach to solving problems.
- **Leadership:** We teach and model practices of cooperation, initiative, and farsightedness to help in creating a new young leadership in the region.
- **Excellence:** We adhere to the highest academic standards in teaching and research, maintaining the Institute's position as an internationally acclaimed center of excellence in environmental studies.
- **Dialogue:** We view the environment as a central tool to build understanding and peace between people in the Middle East and the world and foster cultural dialogue and mutual understanding among Israelis, Jordanians, Palestinians and other peoples.
- **Diversity:** We embrace a diversity of people and invite a multitude of viewpoints – cultural, political, religious, and beyond - while encouraging the use of respectful and empathetic language by all.
- **Respect:** We nurture a working atmosphere based on mutual respect, empathy and inclusiveness, in a safe and a supportive environment.
- **Regionalism:** We are dedicated to cooperative work that transcends national borders in the Middle East and supports sustainability from a regional perspective.

1. HUMAN RESOURCES
- 1.1 The responsibility of the Human Resources Committee is to:
 - 1.1.1 Search for and recommend candidates for permanent salaried staff positions.
 - 1.1.2 Nominate staff members to the Executive Committee and oversee the elections.
 - 1.1.3 Implement the Human Resources Policy.
 - 1.1.4 Responsible for staff development, communications and enrichment :
 - Designing and implementing workshops, training sessions and other activities for staff
 - Offering continuing education and self-development opportunities for staff members
 - Providing Feedback training
 - 1.1.5 HR Committee does not make recommendations regarding lecturers paid by the hour, consultants, and researchers working on research projects, self-funded interns, PA's and students
- 1.2 The Human Resources Committee procedures:
 - 1.2.1 The committee is convened on a regular basis and when needed by the Deputy Director (Chair).
 - 1.2.2 The committee is made up of the Deputy Director, the Executive Director, and one or two additional members from the staff voted upon by the entire permanent (holding at least a half-time position) staff, and one member of the Board of Directors from the region chosen by the BoD. One of the staff members voted on by the entire permanent staff will be chosen from among the members of Kibbutz Ketura on staff and one of the staff members voted on by the entire permanent staff will be chosen from among the non-Kibbutz Ketura members on staff.
 - 1.2.3 The members of the HR committee are responsible for conducting themselves with discretion and in an ethical manner concerning all processes in their work.
 - 1.2.4 The term of a member of the HR committee is two years. This term can be extended with a vote by the Executive Committee.
- 1.3 Decision to hire a new employee
In order to create a new position at the Arava Institute:
 - 1.3.1 A department interested in creating a new position brings a proposal to create the position to the Executive Director who then brings it to the Finance Committee. The Finance Committee discusses the issue from a budgetary / financial point of view.

- 1.3.2 If approved by the Finance Committee the proposal then goes to the Executive Committee.
- 1.3.3 If approved by the Executive Committee the proposal then goes to the Human Resource Committee, which is in charge of searching for the position. (The Salary Committee presets standard compensation rates).
- 1.4 In order to find a replacement for an existing position:
 - 1.4.1 An announcement of the dismissal/departure of a staff member takes place in the Executive Committee. This is an opportunity to reevaluate the need for the position. After the discussion, if the Executive Committee decides the position is essential, the committee requests that the Human Resource Committee begin the search for a replacement. (The Salary Committee presets standard compensation rates).
- 1.5 The Search for a new employee:
 - 1.5.1 When a position at the Institute has been approved by the Executive Committee, the Human Resources committee creates a tender, in coordination with the appropriate department head and simultaneously announces an internal tender to the staff of the Arava Institute and residents of Kibbutz Ketura. If an appropriate candidate is not found within two weeks, the HR Committee then publicizes the tender regionally, nationally, and to the AIES alumni.
 - 1.5.2 Candidates are required to provide a CV and references. The HR Committee checks the references and conducts an interview of each relevant candidate.
 - 1.5.3 Once approved by the HR Committee the recommendation is then brought to the Executive Committee where the final decision to hire a new staff member takes place.
 - 1.5.4 The two week internal tender period can be waved under special circumstances by recommendation of the HR Committee and decision of the Executive Committee. For example:
 - Opening the internal tender to alumni as well, such as when the Institute is looking for an alumnus to fill a position funded by a designated grant directed at alumni.
 - Opening the tender publically immediately, such as when there is a pressured or limited time frame to find a candidate.
 - 1.5.5 These procedures apply to salaried staff only and do not apply to lecturers paid by the hour, consultants, self-funded interns, PAs or students.
- 1.6 Hiring a new employee
 - 1.6.1 The Executive Director signs contracts with salaried employees.

- 1.6.2 The department head signs the Job Description and reviews it with the employee.
- 1.6.3 A separate employee file will be opened which will include hard copies of the employment agreements. These will also be scanned to the server.
- 1.7 Job Performance and Performance Feedback
 - 1.7.1 All staff members will have a written job description which is included as part of the written employment agreement with the Institute.
 - 1.7.2 The Executive Director and Deputy Director are responsible for ensuring that all employees have 6-month reviews. The purpose of this review is to allow the director and the employees an opportunity to give and receive feedback. The purpose of this review is to allow the department heads and the staff the opportunity to give feedback to each other on job performance.
 - 1.7.3 The end of the feedback session is devoted to summarizing. It is the responsibility of the staff member who is reviewed to write up the agreed upon summary. This document will be saved in a confidential file under the supervision of the Human Resources Committee.
 - 1.7.4 The HR Committee is responsible for putting systems into place for evaluation of management as well as staff.
 - 1.7.5 If a job performance problem arises, it is the responsibility of the department head or the direct supervisor to:
 - Address the problem with the worker.
 - Establish dialogue concerning the problematic issue and options for improvement/change.
 - Allow a time frame for the worker to make a response.
 - Choose a plan of action.
 - Create a written summary of the issue, the discussion and the action plan
 - Implement that plan.
- 1.8 Firing an employee due to job performance problems
 - 1.8.1 If after intervention (see previous section) there is no satisfactory improvement, it is within the authority of the management to terminate the employment of a worker.
 - 1.8.2 Severance pay will be paid to an employee in the case that his/her employment is terminated by the employer (AIES), as required by law.
- 1.9 Grievances
 - 1.9.1 If staff members or faculty feel that their department head (or direct supervisor) is not performing his or her job appropriately, a request for

intervention should be made to their supervisor and/or the Deputy Director.

- 1.9.2 If a staff or faculty member strongly opposes a policy decision made by one or more of the directors, he/she has the right to raise the issue for discussion in the Executive Committee. The decision of the Executive Committee will be binding.
- 1.9.3 If a staff or faculty member feels that one or more of the directors behaved/spoke to him/her in an inappropriate manner, he/she will be encouraged to:
 - Address the matter directly with that director and/or discuss the matter with the Deputy and/or Executive Directors.
- 1.9.4 AIES supports the State of Israel's Prevention of Sexual Harassment Law of 1998 and strongly encourages staff or faculty members who feel they are being or have been sexually harassed to address the matter with the specified sexual harassment officer for staff.
- 1.9.5 AIES supports the Israel Employment Equal Opportunities Law of 1988 and strongly encourages staff or faculty members who feel they are being or have been discriminated against to address the matter with the Deputy Director or a member of the HR committee.
- 1.9.6 After the above steps have occurred, an agreed upon written summary of the discussion and/or meeting will be created. This summary will include:
 - A description of the grievance and the process of dealing with it.
 - Closure of the event or action plan for remediating the event
 - It is the responsibility of the staff or faculty member who is initiating the grievance to write up the summary, sign it and give it to the Deputy Director as HR chairperson.
 - It is the responsibility of the HR Committee to save the summary and to ensure follow-up. This document will be saved in a confidential file under the supervision of the Human Resources Committee.
- 1.10 Sabbatical Policy/Leave of Absence
 - 1.10.1 Vacation: A staff member of the Arava Institute may request up to 6 weeks of vacation time and maintain his/her position.
 - 1.10.2 Leave of Absence:
 - A formal, written request must be brought to the HR committee a minimum of 4 months prior to the desired departure date.
 - Any staff member with 5 years or more years of seniority at AIES can request a leave of absence for 6 weeks to 3 months (or a semester) and receive their position upon their return.
 - Any staff member with 10 consecutive years of service at the Institute (not including maternity leave) can request a leave of absence for up

to a year. This is contingent upon the approval by their department head and/or direct supervisor. The Executive Committee must give the final approval.

- Return to a position at the Institute is not guaranteed for a leave of absence of more than three months (or a semester).
- It is the right of the Institute to request a change in the dates offered by the staff member.
- Maternity Leave: as per Israeli law.
- During the leave of absence the staff member will not receive a salary from AIES.
- If the staff member is called upon to assist the Institute during his/her leave, he/she will be compensated for time and expenses.
- A written memorandum of the agreement must be prepared by the HR committee and signed by the staff member and the Executive Director.

2. BOARD OF DIRECTORS
 - 2.1 Structure of the Board of Directors
 - 2.1.1 According to the decision of the BoD, there will be 14 members on the BoD.
 - 2.1.2 The BoD will strive to maintain diversity within its membership - men and women, local residents and external nonresidents, Jews and Arabs, academics, business professionals and members of non-profit organizations, as well as AIES alumni.
 - 2.1.3 BoD members shall be appointed from among the members of the association, provided that they are not employed by the association
 - 2.2 Responsibility of members of the Board of Directors (as stated in the Business Standards of Conduct Booklet of the NGO Registration Authorities of Israel)
 - 2.2.1 It is the responsibility of BoD members to "Advocate for the NGO within the framework of its goals and in accordance with statutes and decisions of the NGO General Assembly" (Section 27, NGO Law Assoc.).
 - 2.2.2 It is the responsibility of BoD members to act with honesty, caution and expertise in their work for the Institute and in general, while working towards the fulfillment of goals. It is their duty to act with the Institute's best interests in mind and not their own personal interests.
 - 2.2.3 It is the responsibility of BoD members to make sure that no profit distribution is conducted by the Institute, and in the case that stated profit distribution is enacted, board members will be culpable for infringing on their obligation to the Institute, unless they can prove that they had no knowledge of this action and had no means of knowing, or had used all reasonable means to prevent the distribution of profits.
 - 2.2.4 It is the responsibility of BoD members to take care while in the performance of their position that their actions do not adversely affect the resources of the Institute, be they assets or interests. It is the responsibility of BoD members to be knowledgeable in all matters regarding the Institute with appropriate qualifications for their role as a board member.
 - 2.3 Obligations of a Board of Directors member
 - 2.3.1 To be a member of the NGO and participate at the general meeting of the Institute
 - 2.3.2 To participate in a minimum of three BoD meetings a year
 - 2.3.3 To participate in meetings of subcommittees of the BoD at the request of the Board
 - 2.3.4 To review material sent before each meeting and be prepared and knowledgeable on issues under discussion

- 2.3.5 To be active in meetings and direct questions to the Managing Directorsof the Institute
- 2.3.6 To take responsibility for maintaining a balanced budget and overseeing the Institute's assets
- 2.3.7 To represent the Arava Institute at public forums
- 2.4 In order to prevent a conflict of interest between the Kibbutz and the Institute, it is agreed that the organization will uphold the following practices:
 - 2.4.1 Once a year, Institute Management will present a report to the Board of Directors detailing all existing transactions and agreements between the Institute and Kibbutz Ketura, as well as any conditions defined therein. For the purpose of this annual presentation, "Kibbutz Ketura" will include other companies and entities in which the kibbutz holds voting rights, or earning interests of at least 10%, or the right to appoint a Director or Manager.
 - 2.4.2 Any new agreement or any material change to an existing agreement between the Institute and the Kibbutz requires the approval of the Board of Directors. The definition of "material change" will include, among other things, changes in payment fee amounts (beyond fluctuations in the Consumer Price Index) and liability extensions beyond the period of one year.
 - 2.4.3 Approval of any new agreement or fundamental change in the existing agreements or transactions requires a simple majority of the Board of Directors, including a majority of the board members who are not members of Kibbutz Ketura.
 - 2.4.4 In addition to the previous provisions, whenever there a question regarding conflict of interest, it is the responsibility of Institute Management to report the dilemma to the Chairman of the Board, who will bring the issue to the Board of Directors for discussion and approval before signing an agreement.
 - 2.4.5 The Executive Director of AIES and the Board Chair of AIES or designee will be ex-officio members of the FAI Exec with voting rights but excluded from discussions on the job performance, review or compensation of the Exec Director of FAI.
 - 2.4.6 The Executive Director of FAI and the Board Chair of FAI or designee will be ex-officio members of the AIES Board with voting rights but excluded from discussions on the job performance, review or compensation of the Exec Director of AIES.

3. EXECUTIVE COMMITTEE GUIDELINES
 - 3.1 The Executive Committee provides guidance and advice to the Directors of the Institute.
 - 3.2 The responsibilities of the Executive Committee are to:
 - 3.2.1 Set institute policies
 - 3.2.2 Pre-approve the annual budget before Board of Directors approval
 - 3.2.3 Implement and adjust the annual budget
 - 3.2.4 Approve partnership agreements with other organizations and institutions
 - 3.2.5 Recommend the creation of new positions to the Financial Committee
 - 3.2.6 Approve recommendations of the Human Resource Committee
 - 3.2.7 Appoint other committees
 - 3.2.8 Approve staff member trips abroad
 - 3.2.9 Approve all proposed research on the Institute and its programs
 - 3.2.10 Approve the creation of new initiatives, programs and departments
 - 3.2.11 Oversee the daily functions of the institute
 - 3.3 The Executive Committee procedures:
 - 3.3.1 The Executive Committee is convened on a weekly or biweekly basis, according to need.
 - 3.3.2 The Executive Director or Associate Director sets the agenda and chairs the meeting.
 - 3.3.3 The agenda is publicized in advance (any staff member may request to delay an item on the agenda for a later meeting).
 - 3.3.4 All members of the staff of AIES are invited to attend the committee meetings and actively participate.
 - 3.3.5 The committee attempts to reach consensus on all agenda items. When a consensus is not possible, the decision will be made by the majority vote. Only members of the Executive Committee may vote.
 - 3.3.6 A quorum of 5 Executive Committee members is necessary in order to reach a decision.
 - 3.3.7 In the event that a permanent member of the Executive Committee cannot attend a meeting, he or she may appoint a proxy to represent his or her department (if no other member of the committee is from his or her department). The proxy will have the right to vote if a vote is taken.
 - 3.3.8 All major decisions are brought to the Executive Committee at least twice. First for presentation and discussion and at least a second time for a final decision. Any member of the staff may request that an issue be considered a major issue.

- 3.3.9 The committee protocols are publicized among members of the AIES staff and the AIES Board of Directors.
- 3.3.10 The AIES Board of Directors may overrule a decision of the Executive Committee.
- 3.4 Membership in the Executive Committee
 - 3.4.1 The permanent members¹ of the Executive Committee are: the Executive Director, the Deputy Director, the Financial Director, the Academic Director, the Programs Director, the Development Director, a head of one of the research or development centers (CREEC, CTWM, CSA or ACSD) and the Kibbutz Ketura Business Manager.
 - 3.4.2 The head of the research or development center will serve for 2 years and will be appointed by a consensus of the heads of the center.
 - 3.4.3 A minimum of two and maximum of five additional members of the Executive Committee may be nominated and elected by the permanent members* of the AIES staff for a period of 2 years, which may be renewed.
 - 3.4.4 When nominating new members to the committee, the Institute will take into consideration the core values of the Institute and ensure adequate diversity that represents our vision and mission.
 - 3.4.5 Whenever possible, when nominating new members to the committee, an Arab permanent staff member will be included.
 - 3.4.6 The Human Resource Committee is responsible for overseeing the nominations and elections of new Executive Committee members.

¹ Permanent member – a staff member who is employed at least half-time.

4. WORK HOURS AND OFFICE HOURS POLICY

4.1 Work Hours

- 4.1.1 The workweek for full-time staff members is 42 hours as per the labor law in Israel, not including lunch.
- 4.1.2 The workweek for part-time employees is defined as 42 hours (not including lunch) times the percentage of their employment. For example, a half-time employee is expected to work 21 paid hours a week.
- 4.1.3 Any variance of work hours above the established workweek for 100% position of 42 hours per week requires advance authorization from the AIES Deputy Director in coordination with the direct supervisor of the requesting employee.
- 4.1.4 There are circumstances in which staff members need to veer from the normal schedule. This is their decision and their responsibility; however, it must be coordinated with their direct supervisor.
- 4.1.5 A workday that includes travel away from the Institute or an overnight stay will be recorded as maximum a 12-hour workday. These 12 hours will not be paid as overtime unless specifically authorized in advance – see Section 1.4
- 4.1.6 Individual requests for overtime must be made in advance, as per Section 1.4. The employee will make the request to his/her direct supervisor, who will then take the request to the Institute Deputy Director for approval and authorization.

4.2 Office Hours

- 4.2.1 The Arava Institute's normal office hours are from 8:15 – 16:00.
- 4.2.2 The Institute is closed on Fridays. In general, no meetings will be held on Fridays and there will be no public reception hours. Staff members who choose to work on Fridays may do so from their home or from their office.

5. COMPENSATION

- 5.1.1 Compensation is set by the Institute Compensation Committee as per the Institute Pay Scale and policy (Appendix A) and is updated from time to time per recommendation of the Compensation Committee and approval of the Executive Committee.
- 5.1.2 Global compensation for overtime may be offered by the Institute to an employee for whom a certain amount of overtime hours are inherent in the position. The estimation of these overtime hours will be calculated by the direct supervisor of said employee. The total amount will then be divided by a set amount of months agreed upon by the employee and their direct supervisor. The employee will be paid a global compensation amount each month for said overtime hours. This element of global overtime will be added to a global monthly salary for such employees, who will be considered global employees.
- 5.1.3 *Clarification: The employee will not be compensated for the precise number of overtime hours. On the other hand, the employer will not deduct from the employee's salary if he worked less overtime or no overtime at all during the month.
- 5.1.4 In cases where an employee receives global compensation, the gross monthly salary and the gross global compensation amount together constitute the employees global salary, and as such are the basis for payment of all legal benefits, such as pension and severance pay.
- 5.2 3.4 Staff who live off Kibbutz Ketura can eat meals in the Ketura dining room when working at the AIES offices. Staff pays the taxes levied for the worth of the meals (Shovi Aruchot) in their pay slips.
- 5.3 3.5 Private car use is recorded on the timesheet and reimbursed through the pay slip (tlush). Staff are required to pay the taxes levied (Shovi K" M)
- 5.4 In cases where the staff has a long-term leased car by the Institute, the taxes (Shovi Rehev) will be recorded in the pay slip (Tlush) as per the law and paid by the employee.
- 5.5 Time clock procedure
 - 5.5.1 The employee shall clock his/her hours through the time clock at the AIES offices. In the event that the employee is not working at the AIES offices, the hours should be recorded through the Harmony mobile phone app.
 - 5.5.2 In the event that the employee did not record his/her hours through the time clock or phone app, or if there is a mistake in the recorded hours (due to either human error or technological malfunction), the employee may submit the corrected hours on the Harmony website for approval by their supervisor.

- 5.5.3 If the employee finishes work at some point during the day and then works later in the evening, s/he will clock out at end of his work hours and then clock in again later.
- 5.5.4 The employee will not clock in or out for a lunch break as this is automatically calculated by the clock.
- 5.5.5 The employee will clock in and out for non-Institute meetings and appointments.
- 5.5.6 On the first day of each month, employees must approve their Attendance Report in the Harmony website, for final approval of their supervisor.
- 5.5.7 In the event that an employee has approved an attendance report that does not accurately reflect actual hours worked, the employee must print out a copy of the report, and fill in the correct hours by hand. The employee must then sign the document and give it to their supervisor and the Finance Director for signed approval. The correction in the pay slip will be executed in the following month.

6. OFFICE ABSENCES AND OFFICE POLICIES
- 6.1 Arava Institute staff members are entitled to paid vacation days as per the law. Vacation days are not redeemable and can be accumulated up to 24 days. In addition, staff members may take additional unpaid vacation. All vacation days must adhere to the guidelines defined in this document.
- 6.2 When a staff member will be absent from the office for vacation or for work outside of the office, he or she must go through the following steps:
- 6.2.1 Staff members of a department, up to 3 days off:
- Must arrange this with the staff member's direct supervisor and department to make sure urgent and daily work is covered. The department head must know who is in charge of the staff member's responsibilities while he/she is away.
 - The timing of the staff member's vacation must be approved by his/her direct supervisor.
- 6.2.2 Staff members of a department, more than 3 days:
- Must arrange this with the staff member's direct supervisor and department to make sure urgent and daily work is covered. The department head must know who is in charge of the staff member's responsibilities while he/she is away.
 - The timing of the staff member's vacation must be approved by the staff member's department head.
 - Must inform the Deputy Director.
- 6.2.3 Department heads:
- Must inform Director and/ or Deputy Director if the department head will be away from the office for one day or longer.
 - Must inform their department staff if the department head will be away for one or more days.*
- 6.2.4 Executive Director, Deputy Director, Financial Director
- Same as above but must arrange with and inform the other directors. The director must make sure that all of his/ her tasks are covered, and that there is an address for emergencies while he/ she is away. The director must inform the staff of the Institute who is officially responsible for which tasks while he/ she is away.
- 6.3 Department heads and directors have the right to ask a staff member to change the dates of his/ her trip if the timing of the trip is not appropriate according to the responsibilities of the staff member. If a solution cannot be agreed upon between the staff member and department head/ director, the request will be brought to the executive committee for a decision.
- 6.3.1 Staff members leaving for more than one week must give at least two weeks advanced notice.

- 6.3.2 Staff members are required to write their days off and work days outside of the office in the AIES calendar and to fill out their time sheet accordingly.
- 6.4 Toranut in the Office
 - 6.4.1 Everyone who works at the Institute (even those only 2 days a week in the office) is expected to help out with toranut.
 - 6.4.2 Two staff members will do toranut each week. Toranut will be about once every other month.
- 6.5 Pets: The Executive Committee strongly requests that all office and meeting space be dog and cat free. It is also recommended that dogs be left at home so that they don't block the door to offices, attempt to enter offices, stand outside the offices barking or whining and/or frighten students and guests.

7. BUDGET MANAGEMENT

7.1 Budget Management and Approval:

- 7.1.1 The draft budget is prepared by the Executive Director and Finance Director, in conjunction with the Department heads in the fall for the following year.
- 7.1.2 The draft is reviewed by the AIES Executive committee at the end of November.
- 7.1.3 The AIES finance committee - Chair (member of the BoD), Executive Director, Finance Director, Ketura Business Manager) reviews it, and it is revised as per their recommendations.
- 7.1.4 The BoD approves the following year's budget at the end of December.

7.2 Budget monitoring:

- 7.2.1 The annual budget is comprised of department budgets, which are made up of separate project budgets, along with the general operating budget of AIES.
- 7.2.2 The project budgets are based on signed agreements with grantors for the coming year or multi-year projects previously signed.
- 7.2.3 Each project budget, once approved by the grantor, will be managed by the Project Director and the Finance Director.
- 7.2.4 Each project will have a unique cost center number (Moked) to facilitate monitoring the budget and enable comparison of costs incurred/dispensed and remaining project balance.
- 7.2.5 In the event of major changes during the year, the Annual Operating budget may be amended, subject to the review and approval of the BoD and the Executive Committee.
- 7.2.6 The accounting department sends bi-monthly reports to Department heads to review expenses. In addition, the Finance Director and Department heads review budget vs. actuals, with variances analyzed and checked to make sure project expenses are recorded and allocated correctly.
- 7.2.7 The Finance Director and the appropriate department head ensure that each project's requirements of reporting and auditing are met.
- 7.2.8 The AIES income projections are reviewed with Friends of the Arava (FAI) on a regular basis, with actuals updated and the projections revised.
- 7.2.9 The AIES Finance committee meets every second month to review the budget vs. actuals and income projections. The Executive Committee is updated after the Finance Committee meeting.
- 7.2.10 The AIES administration reviews the income projections and the budget vs. actuals each four months to decide if major changes need to be made to the General Operating budget.

7.3 Assignment of Direct and Indirect Costs

- 7.3.1 Direct Costs are classified as any costs incurred which can be specifically identified and attributed to a cost center/project and thereby to its budget. This will include all costs which receive a line in the project budget, such as salaries, communications, travel, conference costs, etc.
- 7.3.2 Indirect Costs are those incurred in order to upkeep and maintain AIES's general operations, such as network costs, rent, property tax, insurance, administrative wages and so forth, which have not been allocated to a line item in a specific project budget, but which are allocated to different sets of financial accounts (cartisim) based on a computation of relative use of office space, number of employees in administration or projects.

8. FINANCIAL REPORTING AND RECORDS
 - 8.1 The Finance Department manages and monitors all accounts using accounting software capable of tracking all income and expenses, with a breakdown for any designated project through Cost Center based accounting.
 - 8.1.1 AIES books are kept on an annual accrual basis.
 - 8.1.2 The books are backed up daily.
 - 8.1.3 The books and records of the AIES are kept on-site in the AIES accounting department offices. All original invoices and related documents to the bookkeeping system will be filed in an orderly manner by the Bookkeeper.
 - 8.1.4 Financial records, supporting documentation and all other records relating to the financial statements of AIES will be retained as per Israeli law, for a period of seven years.
 - 8.1.5 The Finance Director and accounting department produce yearly trial balances and related financial information for financial statements, audited by an independent auditor who is a certified public accountant.
 - 8.2 Banks
 - 8.2.1 AIES bank accounts are opened only with the authorization of the BoD. It will determine signatories for each account.
 - 8.2.2 The Finance Director will be responsible for bank relations.
 - 8.2.3 Bank reconciliations will be carried out on a monthly basis by the Head Bookkeeper. The reconciliations are printed, signed by the Finance Director, and filed in the bookkeeping system.

9. FINANCIAL ADMINISTRATION, PAYMENT MECHANISMS AND INTERNAL CONTROLS
 - 9.1 The Institute follows accepted standard accounting principles and proper management practices to protect the Institute's assets and best manage it resources.
 - 9.2 Invoices must include all required details as specified by the tax and VAT laws.
 - 9.3 All suppliers and service providers of the AIES must hold an up to date certificate from the tax authorities for management of books (Ishur Nihul Sfarim) and required tax deduction by payee (Ishur Nicui Mas B'makor)
 - 9.4 The AIES strives to implement segregation of duties based on the following:
 - 9.4.1 Custody of assets.
 - 9.4.2 Authorization or approval of transactions.
 - 9.4.3 Recording or reporting of transactions.
 - 9.5 Access to the accounting system is limited to the bookkeepers and the Finance Director by means of a password. The Finance Director has permissions to produce reports only from the accounting software, and cannot record journal entries.
 - 9.6 All financial commitments, such as checks or bank transfers, must be signed by two authorized signatories.
 - 9.7 Before checks/bank transfers are forwarded to the payee, the related invoice or transfer request must be stamped "PAID".
 - 9.8 Processing of journal entries:
 - 9.8.1 The bookkeeping department reviews all accounting documents such as invoices, reimbursements, payment requests, payroll, income received, bank reconciliations, allocation of costs, corrections, etc.
 - 9.8.2 Invoices are approved by the relevant department head. All documents are signed and stamped by the Finance Director and as required, signed by two authorized signatories.
 - 9.9 Credit Card:

One credit card is held by a staff member, without permissions to the accounting software. The credit card is for ordering equipment, books, and supplies on-line; recurring services such as internet services, telephone bills, toll road payments, etc.; deposits for reservations such as hotel rooms, conference facilities; expenses connected with travel abroad, such as border tax, flight payments to the travel agent. As for all purchases, and where relevant as per policy a purchase order form, with price quotes and two signatures has to be submitted and attached to the credit card monthly statement.
 - 9.10 Payment cycle for Service Providers

- 9.10.1 Self-employed individuals such as consultants and professional service providers, issue invoices only after payment has been received, in accordance with Israeli Tax Law. The service provider will send a *pro-forma invoice* along with supporting documentation to the relevant Department head who will approve it. Then payment is approved by the Finance Director.
 - 9.10.2 Other service suppliers will submit a tax invoice (Heshbonit Mas).
 - 9.10.3 The Bookkeeper will confirm up to date certificate from the tax authorities for management of books (Ishur Nihul Sfarim and required tax deduction by payee (Ishur Nicui Mas B'makor), if applicable. The invoice is entered and the payment paperwork prepared.
 - 9.10.4 The checks/bank transfers and supporting documents are submitted to the Finance Director and additional signatories for signature. Subsequently, each check must be stamped with the AIES stamp. All checks must also be stamped "non-transferable" ("L'Mutav Bilvad").
 - 9.10.5 After signing, the original check will be posted to the supplier by registered mail.
 - 9.10.6 In the case of bank transfer, the bookkeeper will process the bank transfer following approval from the Finance Director, and one authorized signatory.
- 9.11 Receipts
- 9.11.1 Receipts are issued for all checks/bank transfers received by AIES (donations, expense reimbursements etc.)
 - 9.11.2 The original receipt will be sent to the donors along with a thank you letter (if this is for a donation) signed by the Deputy or Executive Director.
 - 9.11.3 Invoices/ collection:
 - 9.11.4 A report of unpaid bills will be produced on a quarterly basis by the comptroller. If a payment is overdue, an email reminder is sent out. If necessary, another email reminder is sent. If still unpaid and the overdue bill is from a current student, the academic director speaks to the student. In general at that stage the student pays or an agreement is worked out for paying back the program fees. If the debt is from a client, the Finance Director calls the client. If the client does not take care of the debt, our legal advisor issues a letter. If the client doesn't pay the bill, we turn to the courts.
- 9.12 Kupot, Cash deposits, Petty Cash, credit card.
- 9.12.1 Cash received by the Institute – donations or payments for services (תקבולים) will be recorded in a designated ledger – "Payment Kupah", and held separately from the petty cash box. Cash to be credited for

students or non-Ketura staff using the kibbutz store will also be recorded in the "Payment Kupah".

- 9.12.2 The Petty cash box is maintained by the student admissions coordinator. It is designated for standard petty cash uses - specific costs that need to be paid with cash such as, postal charges paid-on-arrival shipping costs; traffic fines; return of rental car gasoline; reimbursements to students and interns for out of pocket costs while on research and independent study projects: travel- related costs, materials, supplies, etc. The reimbursements are against receipts. The maximum amount for petty cash reimbursements or payments is 1000NIS per transaction. The petty cash box will be replenished when it drops below 750NIS. The maximum amount which can be held in the petty cash box is 3000NIS
- 9.12.3 9.11.3 The Petty cash box is not used for cash advances to staff for Institute activities. When a staff member has to make out-of-pocket expenses, he will use his personal funds and be reimbursed when he submits the reimbursement form.
- 9.12.4 The Institute grants a modest stipend (מלגות מחיה) to Middle East students: Jordanians and Palestinians, equivalent to the shekel value of \$300 per semester. In order to give them the stipends in cash, while maintaining proper internal controls, the Student Admissions Coordinator disburses the stipends to the Middle East students; they sign upon receipt of the stipend. Then the Student Admissions Coordinator submits a reimbursement form.
- 9.12.5 When not in use, the petty cash and stipend boxes will be kept in the safe.
- 9.12.6 Reconciling the petty cash box: on the last day of each month, the person in charge of the petty cash box will record the amount of cash inside the petty cash box. He/she will sum the intakes and outtakes of cash during the month and the amount of cash remaining. He will immediately report any overages/shortages to the Finance Director and turn in the page of the notations book to the accounting department, along with any relevant documents (i.e. receipts). The bookkeeper will tally the cash and reconcile. He\she may be held personally liable for losses caused by malfeasance.
- 9.13 Credit Card
- 9.13.1 One credit card is held by a staff member who does not have access/authorization to the accounting program. The credit card is for on-line purchases which cannot otherwise be ordered and paid for (i.e. books from Amazon, flights, purchases from international on-line suppliers, recurring services such as internet services, telephone bills, toll road payments, etc.). For purchases above 1000 NIS, a purchase order

form must be submitted which includes price quotes and two authorized signatures before finalizing the purchase, as per AIES procedures.

9.14 Reimbursements for out of pocket expenses: Staff will submit a reimbursement form with receipts attached, to the bookkeeping department for checking and recording. The Finance Director will approve the expenses and have two authorized signatories sign it.

9.14.1 Payment advances for Ketura members for field trips and other major costs that cannot be paid in advance by Ketura. It was agreed with the Ketura Treasurer and Accounting department:

- Ketura members that have Institute positions occasionally need a certain amount of cash in advance, as they do not have private bank accounts
- The amount of the cash advance can be up to 5000 NIS, and will be granted according to the recommendation and authorization of the CFO.
- For the Israel Ride a higher amount can be withdrawn through the Kibbutz – up to 25,000 NIS.
- To withdraw the money, the CFO of the Institute will send an email request to the Kibbutz including the amount of withdrawal, the name of the member receiving the advance and the date of withdrawal.
- The Institute will transfer the monies in advance to the Kibbutz.
- The request for a cash advance for the Bike Ride must be sent two weeks in advance.
- The withdrawal will be made by the Ketura member/AIES employee using the regular withdrawal procedures of Kibbutz Ketura.
- The Institute staff member receiving the advance will be immediately charged on their account at the Institute, and must submit a reimbursement form for the expenses paid out by the advance monies as soon as the corresponding activity is completed.

9.14.2 Institute staff members whose job position requires them to have cash on hand but are not members of Kibbutz Ketura may also receive cash advances for expenses incurred on Institute outings that cannot be paid for in advance.

9.14.3 The Staff member is entitled to receive an advance before the trip/outing only upon authorization from the Finance Director.

9.14.4 One credit card is held by a staff member, without access/ permissions to the accounting program.

9.15 Cell Phone Policy

9.15.1 The Institute will participate in the cost of upgrading a cell phone for staff. The staff member will decide where s/he buys the phone, the

monthly package, and service agreement. The staff member will therefore own and be solely responsible for the phone and repairs. The amount allocated by the Institute to the staff member for upgrading a phone is 1,400 NIS. The gross amount will be credited in one payment in the pay slip, with the taxes paid by the staff member.

- 9.15.2 After one year of employment, The Institute will participate in the cost of upgrading a cell phone every three years.
 - 9.15.3 A staff member can choose to get a prorated amount of the 1400 NIS (466.66 NIS per year) before the 3 year period is up. It's also possible to wait up to five years and then receive 2333 NIS.
 - 9.15.4 9.14.4 From the start of employment, the Institute will reimburse for cellphone use up to 82 NIS per month against a bill submitted as a reimbursement. The tax values for upgrades and for monthly reimbursements are recorded in the employee's pay slip.
 - 9.15.5 Payment for upgrade for part-time employees will be prorated according the percentage of their position at the Institute.
- 9.16 USAID Projects
- 9.16.1 Invoices which are eligible for VAT refund will be issued to AIES-USAID/WBG.
 - 9.16.2 Sub agreements will be prepared as per USAID/WBG or MERC requirements.
- 9.17 Loan Policies
- 9.17.1 Any loan or line of credit must be approved by the Finance Committee of the Board of Directors of the Arava Institute.
 - 9.17.2 The total amount of outstanding loans and credit lines cannot exceed more than 25% of the annual budget of the Institute.
 - 9.17.3 Taking out a loan:
 - The Institute's Finance Director brings a proposal to take out a loan to the Finance Committee.
 - The Finance Director must provide the following information:
 - The source of loan
 - The guarantee of loan
 - The schedule of repayment
 - Cash flow projection for the next 12 months
 - 9.17.4 Opening or enlarging a line of credit:
 - The Institute's Finance Director brings a proposal to open or enlarge a line of credit to the Finance Committee.
 - The Finance Director must provide the following information:
 - The source of line of credit

- The guarantee of line of credit
- The projection of how long the line of credit will be needed
- Cash flow projection for the next 12 months

9.17.5 Reporting and control

- If the Finance Committee approves the loan or line of credit, the Finance Director will report to the committee on the status of the loan or line of credit, no less than once every two months.
- Any extension of the loan or line of credit beyond the approved date of repayment of the loan or projected use of the line of credit must be approved by the Finance Committee.
- All financial costs of loans and lines of credit will be listed as a separate line item in the Annual budget approved by the Board of Directors.
- All loans and outstanding credit are fully reported in the Annual Audited Financial Statements approved by the Institute's Audit Committee and General Assembly.

9.18 CASH RESERVES & CREDIT LINE PROCEDURES

- 9.18.1 The credit line costs approximately ILS 50K annually in interest charges and bank fees. The following procedures are proposed in order to save these costs, while continuing to carefully protect the cash reserves:
- 9.18.2 The major portion of the cash reserves will be moved out of the closed deposit account and deposited in short-term interest bearing accounts at Bank Mizrachi, to earn the greatest interest rate possible. The ILS 115K, or other amounts as may be required for bank guarantees and foreign currency hedging activities, will be maintained in the closed deposit account.
- 9.18.3 Each time the Institute receives cash transfers or exchanges foreign currency, the funds will be moved immediately to the appropriate short-term deposit account. As the checking account at Mizrachi reaches zero, the Finance Director will move monies from the short-term deposit accounts to the Institute's checking account to cover upcoming payments.
- 9.18.4 The Institute will maintain a credit line of ILS 25K to cover commitments possibly missed due to the timing of moving funds between the accounts.
- 9.18.5 A representative will be appointed by the Finance Committee to supervise the status of the Institute's cash reserves and ensure to the extent possible, that the Institute's Finance Director manages the original cash reserves deposited in the short-term deposit accounts so as not to allow the funds to be dissipated over time by negative cash flow, unless with prior approval of the Finance Committee. The Finance Committee

will convene bi-monthly and receive a report from the Finance Director on the status of the short-term deposit accounts and a projection of when the level of the deposits will return to its original amount of ILS 490K.

- 9.18.6 It is intended that on January 1st of each year, the balance in the short-term deposit accounts should be at least the original sum placed in the short term deposit accounts (ILS 490K). If by December 15th, the Financial Director projects that the short-term account balances won't reach that sum, he/she will call an emergency meeting of the Finance Committee and report on the situation.

10. PROCUREMENT

No employee or officer of the AIES shall participate in the selection of a contract for procurement of goods and services, if a real or apparent conflict of interest could be involved. Such conflict might arise when the employee or officer, or any member of the employee's immediate family, has a financial or other interest in the firm selected.

10.1 The Institute has an agreement with Kibbutz Ketura whereby the kibbutz has first right to make offers for services, such as dining room facilities, B&B guest house, laundry service, project management, maintenance services, etc. The Institute is located at the kibbutz and, therefore, the kibbutz is the main source of these services.

10.2 The officers and employees shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to sub agreements, unless the gift is an unsolicited item of nominal value.

10.3 All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. The AIES shall keep a procurement file in which all documents relating to the purchase including all quotes received and the quote signed and chosen along with any additional information regarding the basis for selection.

10.3.1 The forms will be signed by the Finance Director and one signatory.

10.3.2 The purchase orders with attached quotes (two copies of all documents) will be attached to the signed and approved invoice upon receipt of equipment and services.

10.3.3 For purchase orders under USAID grants, the Institute will insure compliance with Mission Order No. 21 and Vetting requirements, and that the supplier will sign the four mandatory provisions: Prohibition Against Support for Terrorism; Prohibition against Cash Assistance to the Palestinian Authority; Restriction on Facilities Names; Debarment, Suspension, Ineligibility, and Voluntary Exclusion.

10.3.4 For expenditures up to NIS 5,000, one quote is sufficient, but it is good business practice to request three quotes.

10.3.5 For expenditures between NIS 5,000 and NIS 10,000, two quotes are required, but it is good business practice to request three quotes.

10.3.6 For expenditures between NIS 10,000 and NIS 30,000 three quotes are required,

10.3.7 For expenditures above NIS 30,000, the AIES Bid Evaluation committee (comprising the Executive Director, the Finance Director and department head of relevant department) will execute the evaluation and procurement decision process - based on price, technical specs, service and delivery options (i.e. ability to deliver to the Palestinian Authority) and previous experience. The dated Bid Evaluation committee selection

- memo will include the basis for assigning the scores and specify the committee members' names, with signatures.
- 10.3.8 If a supplier is chosen whose quote is higher than the other quotes, the reasons will be specified on the Bid evaluation report.
 - 10.3.9 If there is a sole source for equipment or services, the reasons will be specified on the Bid evaluation report.
 - 10.3.10 Pre-approved vendors: for continuing projects or activities, a pre-approved vendor can be chosen for a one-year period, based on price quotes as per above policy. This will be specified on the purchase order.
 - 10.3.11 All project expenditures over NIS 500 will be coordinated with the Finance Director to confirm they are within the project budget lines.
- 10.4 Consultants, translators and lecturers
- 10.4.1 Consultants, translators and lecturers contracted or hired by AIES are selected on the basis of previous professional experience and expertise, and the relevance thereof to the needs and goals of AIES work in general, and/or specific project goals and work plan.
 - 10.4.2 Consultants and lecturers will be chosen and approved by the relevant Department head.
 - 10.4.3 Terms and conditions will be negotiated on an individual basis, and following that, an agreement will be signed between the parties. Lecturers teaching for one semester or more are hired and sign an employment agreement. In the case of single lectures, the Invitation Lecturer-Speaker form will be used.
- 10.5 Capital Expenditures
- 10.5.1 All the above procedures apply to AIES Capital Expenditures.
 - 10.5.2 Capital Expenditures are brought to the Executive committee in February of each year after the annual budget is approved.
 - 10.5.3 Departments can purchase equipment up to NIS 1,000 if it is within the department budget.
 - 10.5.4 Requests for Capital Expenditures above NIS 1,000 will be submitted to the Finance Director.
 - 10.5.5 Approval by the Executive Committee is not approval to actually purchase equipment. Only the Financial Director can give approval to execute the purchase, therefore all purchases will be coordinated with him/her.
 - 10.5.6 All equipment purchases that are approved from the equipment budget must be charged to Cost Center (MOKED) 10002 to keep track of the Capital Expenditures budget.

11. FIXED ASSETS AND VALUABLES

- 11.1 Title to fixed assets shall be vested with the Arava Institute, with the exception of buildings on Kibbutz Ketura. When a project includes the purchase of a fixed asset, the use of this asset will be for the authorized purpose of the project and as long as it is needed. Any disposition, sale or other use of a project's asset will be made in accordance with the terms and conditions of the donor.
- 11.2 The fixed assets register (Sefer Rechush) is divided into groups such as computers, furniture, building electrical equipment, etc. The capitalization threshold to be recorded as an asset and capitalized is 750 NIS.
- 11.3 The register will be updated once a year, and will match the financial statements of the AIES.
- 11.4 Depreciation of fixed assets will be calculated once a year according to the rate of depreciation prescribed by the Israeli Tax ordinance. All assets will be depreciated according to the straight line method.
- 10.1.1 Disposal policy / tracking equipment / printing the fixed assets register
- 10.1.2 All assets, including items purchased within the framework of a project, will be insured by the AIES.
- 11.5 Assets Acquired under USAID Grants
- 11.5.1 A record of all equipment acquired with Federal funds shall be kept in compliance with 22.CFR 226.34(f)(1) as follows:
- 11.5.2 Equipment records shall be maintained accurately and shall include the following information:
- A description of the equipment;
 - Manufacturer's serial number, model number, Federal stock number, national stock number, or other identification number;
 - Source of the equipment, including the award number;
 - Whether title vests in the recipient, the Federal Government, or other specified entity;
 - Acquisition date and cost;
 - Location and condition of the equipment and the date the information was reported;
- 11.6 AIES Capital Investment Policy
- 11.6.1 The annual budget will include a total amount for capital investments, which will be administered by the Administration Department.
- 11.6.2 Once the budget has been approved, all Institute departments will be asked to submit recommendations for capital investments for the coming year.
- 11.6.3 The full list will be submitted to the Executive Committee and the committee will set the priorities.

- 11.6.4 The Executive Committee may approve a general budget such as, “1,000 NIS for furniture” or “20,000 NIS for computers” for specific departments without getting into details.
- 11.6.5 The Executive Committee will attempt to make sure that all departments have the opportunity to make necessary purchases at some point.
- 11.6.6 The Executive Committee will try to leave over some undesignated funding that can be used during the year when unexpected capital expense needs arise.
- 11.6.7 The Executive Committee must approve all capital investments (durable items) over 1,000 NIS.
- 11.6.8 Though the Executive Committee must approve all capital investments, if the need for additional investments arises during the year, departments may choose to request funding from the capital investment budget or take the expense out of their operational budget.
- 11.6.9 Capital investment budgets for research projects remain separate and independent of the general capital investment policy.

12. GIFT ACCEPTANCE POLICIES

- 12.1 Introduction: AIES welcomes the interest of prospective donors and encourages gifts that will further and fulfill its mission. The following governs acceptance of gifts made to AIES.
- 12.2 Purpose of Policies and Guidelines: These policies and guidelines have been developed to facilitate the sound administration of the current and deferred giving programs of AIES and to ensure that gifts and donor recognition are consistent with the purpose and mission of AIES. The intent is to encourage funding for AIES programs, daily operations and future growth without burdening the organization with gifts that may generate more cost than benefit or that are restricted in a manner which is not keeping with the goals of AIES. All gifts must be in accordance with AIES's overall mission.
- 12.3 Solicitations: The role of AIES's volunteer and staff solicitors is to inform, serve or otherwise assist donors in fulfilling their philanthropic wishes, but never to pressure or unduly persuade.
- 12.4 Gift Planning: All prospective donors to AIES will be urged to seek the assistance of independent legal and tax advisors relating to their gifts and the resulting tax and estate planning consequences.
- 12.5 Use of Legal Counsel: When appropriate, AIES will seek the advice of legal counsel in matters relating to acceptance of deferred gifts and other gifts. In particular, no agreement relating to deferred giving will be executed without the advice of legal counsel. Review by legal counsel will generally occur in the case of:
- 12.5.1 Closely held stock transfers that are subject to restrictions or buy-sell agreements
 - 12.5.2 Documents naming AIES as trustee
 - 12.5.3 Gifts that require AIES to make payments or assume obligations
 - 12.5.4 Transactions with potential conflicts of interest
 - 12.5.5 Transactions that raise tax issues regarding the tax status of AIES
 - 12.5.6 Other instances in which use of legal counsel is deemed appropriate by the Executive Committee of the AIES Board of Trustees (the "Executive Committee").
- 12.6 Donor Confidentiality: In general, information concerning donors or prospective donors shall be kept confidential by AIES and its authorized personnel. Donor names and giving levels may be published in AIES publications for recognition purposes, however, unless a donor requests anonymity pursuant to procedures that AIES will offer.
- 12.7 Restrictions on Contributions
- 12.7.1 With respect to the purposes to which contributions will be used and the manner of such use, AIES will generally accept both unrestricted and

restricted contributions as follows, provided that doing so is consistent with the mission, purposes, priorities and the best interests of AIES

- 12.7.2 New funding sources will be subject to review by the Director of Development and the Executive Director of AIES. Any decisions to solicit and/or accept potentially controversial gifts must come to the Executive Committee for review. In such a case, a person will be assigned to do background research on the funding source and present reasons not to apply for the gift.
 - 12.7.3 Gifts Subject to Prior Review include, but are not limited to: Gifts from unknown or unfamiliar donors with which AIES does not have an established funding relationship; Gifts from institutional donors (including foundations, foreign government agencies, corporations, corporate foundations, or for-profit entities) that might not implicitly or explicitly share AIES' mission; Gifts that require review by legal counsel; Gifts that could lead to conflicts of interest; Gifts that include significant restrictions
- 12.8 Unrestricted Contributions
 - 12.8.1 General Unrestricted Contributions: AIES will accept general unrestricted contributions in any amount, which will be placed in AIES's general fund and used for operating expenses or for any other purpose.
- 12.9 Restricted Contributions
 - 12.9.1 General Restricted Contributions: AIES will accept restricted contributions of \$5,000 or more which are designated for a specific purpose. AIES shall maintain a donor opportunities list featuring restricted giving opportunities.
 - 12.9.2 Named Fund with Restricted Purpose: Donors may establish and name a "Named Fund for a Restricted Purpose," i.e., a separately-maintained bookkeeping account that will be used for a specified purpose. The minimum contribution for the establishment of such a fund shall be \$9,000 or the minimum amount of a semester scholarship.
 - 12.9.3 Restricted Contribution for Non-Core Programs or Projects: A non-core program or project is an initiative at the Arava Institute whose implementation is contingent upon a designated source of income and not included in the core budget of the Arava Institute. The mission of FAI is to raise core funding for the Arava Institute. A restricted contribution for non-core programs or projects will be included as part of the FAI annual fundraising goal under the following conditions:
 - Both the Executive Director of the Arava Institute and the Executive Director of the Friends of the Arava Institute approve the contribution in advance of the solicitation.

- Twenty percent of the contribution is designated to core funding for the Arava Institute
- If the gift is being made through the JNF, 5 % of the contribution is deducted for JNF administrative costs by the JNF
- The Executive Committee of the Friends of the Arava Institute must approve, prior to solicitation, an increase in the funding goal of the Arava Institute to match the out of pocket costs of the program or project (80% of the value of the gift)

12.10 Endowed Funds

12.10.1 Donors may establish an “Endowed Fund,” which may or may not (i) be named by the donor, (ii) require that the corpus in whole or in part be invested permanently and the income there from be utilized by AIES and (iii) be restricted as to purposes. The minimum contribution for the establishment of such a fund shall be \$200,000. The AIES will not accept an endowment unless the Institute is named the direct beneficiary and not through a third party.

12.11 Current Gifts: The solicitation and acceptance of current donations will be subject to the following:

12.11.1 Cash: Cash (including checks, credit card payments, money orders, wire transfers, etc.) is always acceptable. Checks and similar instruments should be made payable to “Arava Institute for Environmental Studies”

12.11.2 Tangible Personal Property: Tangible personal property will be accepted, provided that the property is useful, safe and appropriate, as determined by the Executive Director and the Director of Development. In addition to accepting tangible personal property that will be directly used in AIES’s or AIES’s operations, in appropriate circumstances AIES will accept tangible personal property that will be converted into cash. All determinations in this regard will be made by the Executive Committee. Generally, the donor shall be required to pay any costs of delivery.

12.11.3 Publicly Traded Securities: Publicly traded securities will generally be accepted. Unless the Finance Committee of AIES otherwise directs, such securities will normally be sold as soon as practicable after receipt. The Executive Committee may decline to accept donations of publicly traded securities due to restrictions, encumbrances, a lack of market activity or for any other reason.

12.11.4 Closely-Held Securities: Closely-held securities (including, but not limited to equity and debt instruments issued by non-public corporations, partnerships, limited liability companies and limited liability partnerships) will be accepted if and only if the Executive Committee believes that doing so is in the best interests of AIES. In making this determination, the Executive Committee (and AIES’s legal counsel, if appropriate) will

consider marketability, tax consequences and any other matters deemed appropriate.

- 12.11.5 Real Property: Donations of real estate (including remainder interests) will be accepted only after a complete analysis by the Executive Committee and AIES's legal counsel. If environmental reviews, title binders or any other similar items are deemed appropriate, the costs shall generally be borne by the potential donor. Before accepting a donation of real estate, the Executive Committee will consider, among other things, potential use, marketability, restrictions, carrying costs, environmental liability and, in particular, the existence of financial encumbrances. Only in unusual cases will AIES agree to hold donated real property in perpetuity.
- 12.11.6 Other Property: AIES will accept current contributions of other types of property (such as intangible personal property, including patents, licenses, etc.) on a case-by-case basis.
- 12.12 Deferred Gifts: The solicitation and acceptance of deferred donations will be subject to the following:
 - 12.12.1 Bequests: AIES will actively encourage bequests of property and will work with all appropriate parties in this regard to ensure that all bequests comport with both the wishes of the testator and the policies of AIES. The AIES will not accept a bequest unless the Institute is named the direct beneficiary and not through a third party.
 - 12.12.2 Trusts: AIES will accept beneficial interests in trusts, including but not limited to charitable lead trusts and charitable remainder trusts. AIES will not, however, accept appointment as trustee of a charitable lead or charitable remainder trust.
 - 12.12.3 Retirement Plans: AIES will accept being named as beneficiary of a retirement or similar plan.
 - 12.12.4 Life Insurance: AIES will accept being named as a beneficiary of a life insurance policy. In no event, however, will AIES endorse any insurance product or representative or make mailing lists available in this regard.
- 12.13 Corporate Gifts
 - 12.13.1 In ensuring that the acceptance of gifts is in keeping with the mission of AIES, it is understood that there may be occasions in which a gift is offered by a corporation which is directly engaged in activities that are viewed to be inconsistent with and/or detrimental to the mission of AIES (as opposed to a bank, insurance company, investment company, professional service, etc. that provides services or support to or invests in an organization which engages in such activities).

12.13.2 The decision as to whether or not to recognize corporate gifts in AIES publications or materials is at the discretion of the Executive Committee. No organization can use the AIES name or logo for any purpose without the permission of AIES. Accepting a contribution shall not constitute an endorsement of the donor.

12.14 Miscellaneous Provisions

12.14.1 Legal Rights and Powers: No gift shall be accepted if there is a question as to whether the donor has the legal right, power or competency to effectuate the proposed transfer.

12.14.2 Legal Fees and Appraisals: Donors will be responsible for their own legal fees and the costs of any appraisals that may be needed for tax or other purposes.

12.14.3 Crediting of Gifts: With respect to development goals and other purposes, the following guidelines shall be followed in crediting gifts:

- Outright gifts of cash will be credited to the donor for the full amount contributed or pledged. In the event that a pledge is not fulfilled, the donor will be credited with the total amount actually gifted.
- Outright Gifts of Property: Gifts of property will be credited for the actual or estimated cash value.
- Life Insurance Policy and Retirement Plan Beneficiary Designations: Life insurance policy and retirement plan beneficiary designations will not be recorded as gifts until such time as the gift becomes irrevocable. When the gift is irrevocable, but is not due until a future date, the present value of the gift will be recorded.
- Bequests: Bequests of cash or other property actually received will be credited at full cash value. Bequests will not be recorded as gifts until such time as the gift is irrevocable. When the gift is irrevocable, but is not due until a future date, the present value of the gift will be recorded.
- Other Deferred Gifts: Other deferred gifts to AIES will be credited as a gift from the donor as the Executive Committee may determine.

12.15 Modifications

12.15.1 These policies and guidelines have been reviewed and accepted by the Executive Committee of AIES. The Executive Committee of AIES is charged with the responsibility of annually reviewing gift acceptance policies and guidelines, reviewing unusual gifts, and making recommendations to the Board of Directors on gift acceptance issues.

13. TRAVEL

AIES employees travel regularly inside Israel and abroad as part of their work, either by invitation to meetings or conferences, or by their own initiation as necessary to fulfill their job responsibilities. Regular staff is authorized to travel inside Israel, Palestine, and Jordan in the framework of their professional duties and are not required to receive specific permission.

13.1 International Travel Policy

13.1.1 All trips abroad for Arava Institute work related purposes must be brought for approval to the Executive Committee. The request for approval must include the following information:

- Dates and destination of trip.
- Budget and funding source.
- A trip itinerary and an invitation by the hosting agency.
- Clarification of which days of travel are considered work days and which are non- work days.
- Clarification of how the staff member's tasks will be covered while abroad (especially for those staff members who are teaching a class during the period of the trip).
- Staff will use the "overseas Trip Request Form" – see / link to Folder

13.1.2 The request for approval should come to the Executive Committee in a timely manner (before the purchase of the plane ticket).

13.1.3 Trips to Jordan are not considered trips abroad requiring advance approval however staff members who travel to Jordan are requested to coordinate these trips with their department supervisor, and arrange travel insurance.

13.1.4 Non-Arava Institute work related trips (professional trips by part-time staff members for their other work) do not need the approval of the Executive Committee. However, out of a recognition of the impact that trips abroad may have on other staff members,(due to the length of time and lack of accessibility) staff members planning on travelling abroad for non-Arava Institute work related reasons are requested to bring the trip to the attention of the Executive Committee by way of an announcement.

13.1.5 Staff members who travel abroad for work related purposes must submit a trip narrative as well as fill out the excel trip report for the bookkeeping office. See attached appendix.

13.2 Reporting and reimbursement following Overseas Travel

13.2.1 After approval of the trip by the Executive Committee, the staff member will inform the Cost accountant so she can open up a Moked for the

specific trip. In the case of a student\alumnus, the staff member initiating the trip will instruct the cost accountant to open the Moked.

13.2.2 AIES is required to maintain a file with details of each overseas trip funded by the Institute.

13.2.3 The file is required by the tax authority issues. The file must include:

- Trip narrative written by staff member
- Copy of the invitation to the conference, or activity connected to the trip (if relevant).
- Excel trip report
- Overseas reimbursement request with attached receipts/invoices.

13.2.4 When an employee is sent overseas it is his/her responsibility to submit the abovementioned forms upon return. When the Institute sends a student or alumnus, the staff member who initiates and organizes the trip is responsible that the forms are submitted.

13.3 Reimbursements for domestic travel (Eshel)

13.3.1 Journeys by taxis are reimbursed against receipt from the meter, or are ordered through the Eilat taxi service for Eilat-Ketura journeys which invoices AIES.

13.3.2 Public transportation is reimbursed against receipts.

13.3.3 Meal costs are reimbursed against receipts, lunch or supper, up to NIS 100. Staff members are required to pay the taxes levied (per diem equivalency). Permission to entertain Institute guests for dinners costing above NIS 150 per person requires advanced approval by the Executive Director.

13.4 Internal flights

13.4.1 Staff orders ticktacks (ARKIA flight vouchers) from the administrative director. The administrative director will inform staff of the cost of the ticktack.

13.4.2 It is charged directly to the staff's personal AIES account (HOZ).

13.4.3 Be sure to save the boarding pass!!

13.4.4 After the flight, record the cost of the flight in the reimbursement form, specifying the date, Moked, and the reason for flight. Attach the boarding pass with the other receipts.

13.5 The above applies to all salaried staff and interns/PA's/MA students who are flying in the framework of AIES activities. In the case of the Science Center, guest lecturers, consultants or other AIES guests, the flights will be directly charged to the Cost Center (MOKED).

- 14. ACADEMIC AND ADMISSIONS POLICIES**
- 14.1 Copying, Plagiarism and Dishonesty Policy**
- 14.1.1 At the beginning of each semester students are given a tutorial about standard citation practices, as well as a warning that plagiarism is grounds for suspension or dismissal from the program. .
- 14.1.2 Unless explicitly stated otherwise, papers and exams should contain only the student's own work. Cheating or copying work of others can also be grounds for suspension or dismissal from the program.
- 14.1.3 Bibliographic sources, internet sites, or other information must be cited clearly according to standard citation formats, and leave no ambiguity about if and how they rely on the work of others.
- 14.1.4 In the event that a faculty member receives work that does not conform to these practices, they should determine whether to give this a grade of zero, and/or return it to the student for correction and rewriting.
- 14.1.5 In either event, such work must be brought to the attention of the academic director, where further action will be considered including dismissal from the AIES program or denial of an official transcript.
- 14.2 Registration and Course Credit**
- 14.2.1 The Institute requires a minimum number of 7 students enrolled for credit for each course. The Institute retains the right to cancel any course if it does not have a minimum number of 7 students enrolled for credit.
- 14.2.2 Auditing courses is allowed only with specific authorization of the academic director and the course lecturer.
- 14.2.3 Students may be granted graduate level credit with permission of the academic director subject to requirements set by the lecturer. This applies to courses with a graduate level number.
- 14.2.4 The students register for classes during orientation and then have two weeks to decide whether or not to remain in the course. Final registration forms are to be handed in two weeks later-students cannot add, drop or change courses after this date.
- 14.2.5 Only one course may be taken on a pass/fail basis. All others must be taken for a grade. The decision must be made in the first two weeks of the semester and cannot be reversed
- 14.3 Each lecturer is expected to have office hours. The students are required to set appointments by telephone or email.**
- 14.4 Course requirements**
- 14.4.1 Attendance is required and part of the final grade. Students are expected to be in class on time - faculty may choose not to allow entry by late arrivals.

- 14.4.2 Assignments should be handed in on time. Papers submitted during the semester after the due date, and without prior approval of the lecturer, will have 5 points deducted on day one and an additional point deducted for each late day.
 - 14.4.3 The Academic and English Support Course is mandatory for all students who are not native English speakers. Students are able to place out of this requirement by taking an English exam.
 - 14.4.4 Students are entitled to appeal grades to their lecturers, and should inform the Academic Director, as should lecturers responding to student appeals. The Academic Director should be notified about the outcome of the appeal. If needed, the academic Director will make the final decision.
 - 14.4.5 Students are required to fill out course evaluations for all courses at the end of the semester. Students who fail to complete any of the course requirements, (papers, exams, etc.,) during the period of instruction, will have an INC (INCOMPLETE) recorded on their transcript. A student may complete the course requirements after the semester only with permission from the course lecturer. The time limit for satisfactory completion of course requirements will be set by the individual lecturer and academic coordinator. After that time "F" (FAILURE) will be automatically recorded.
- 14.5 Learning Disabilities
- 14.5.1 The Arava Institute is committed to helping students with learning disabilities complete their studies successfully, while maintaining the integrity of its academic standards. Students with learning disabilities are identified early, with the purpose of optimizing their learning experience and providing the student with the ultimate conditions to succeed in the classroom, during exams and in other evaluation.
 - 14.5.2 Students with learning disabilities are required to submit a diagnostic report from a certified professional who has training in diagnosing adults with learning disabilities and / or attention disorders. The diagnosis must provide a clear clinical diagnosis and must include an explanation for recommending special allowances.
 - 14.5.3 The diagnosis must be no more than 3 years old. The only exception to this is students that have been diagnosed earlier with a condition that is chronic and unchanging.
- 14.6 Student and Intern stipends
- 14.6.1 All students on full- scholarship will be offered a \$300 allowance to be distributed in 3 portions over the Academic semester.
 - 14.6.2 Interns who receive an AIES Middle Eastern intern full scholarship will be given a monthly stipend of 1500 NIS.
- 14.7 Scholarship Policy

- 14.7.1 Israeli applicants are eligible for a scholarship of 24,825 NIS for one semester, paying 8,600 NIS for program fees or 49,975 NIS for two semesters, paying 15,050 NIS. The shekel scholarship amount is adjusted yearly as per the exchange rate. Additional scholarships requests will be considered only for Israeli applicants in severe financial need. In that case, the Additional Scholarship Request Form must be submitted with necessary supporting financial documents and a full explanation of the reason for the application.
- 14.7.2 New Israeli Immigrants (registered with the Ministry of Immigration) who have been in the country for less than three years are eligible for a scholarship of 16,564 NIS for one semester, paying 16,425 NIS or 31,353 NIS for two semesters, paying 32,850 NIS.
- 14.7.3 Israeli immigrants who have been living in Israel as immigrants for the past three years or more are eligible for the same scholarship as for Israeli applicants in Para 13.6.1.
- 14.7.4 Israeli citizens who return to Israel (Returning Israelis), who have lived more than half of their life in Israel, and who have been living outside of Israel for the past 5 years or less are eligible for a scholarship of \$4,500 for one semester or \$8,500 for two semesters.
- 14.7.5 Returning Israelis who do not meet the requirements listed above are eligible for the same scholarship as for New immigrants in para 13.6.2 above, if they declare their intention (in writing) to remain in Israel after the program and make Israel their permanent residence.
- 14.7.6 Palestinians, Jordanians and other Middle Eastern applicants are eligible for full scholarships of \$9,000 for one semester or \$17,500 for two semesters.
- 14.7.7 All scholarship funding may only be applied to expenses incurred at the AIES including tuition, food, housing etc.
- 14.7.8 Students from other countries in the Middle East and North Africa region are eligible for the same AIES scholarships as Jordanian and Palestinian students.
- 14.7.9 Scholarships for students from the developing world are available and are capped at 20% of the number of fully paying students.
- 14.7.10 European applicants are eligible for a scholarship of \$4500 for one semester or up to \$8500 for two semesters. European students must have lived in Europe for more than half of their lives.
- 14.8 International student / self-paid intern program fees payments
 - 14.8.1 The prospective student/intern can pay the registration fee by check or on-line to FAI/AIES. If accepted they can pay the Program fees by check or on-line to FAI.

- 14.8.2 After the student/intern pays the registration fee to FAI/AIES, the AIES head bookkeeper sets up an account for the student/intern.
 - 14.8.3 If the student/intern is accepted the AIES, the Admissions coordinator issues a pro-forma invoice to the student/self-paid intern.
 - 14.8.4 FAI and the AIES head bookkeeper are copied on the email.
 - 14.8.5 The AIES head bookkeeper debits the student/self-paid intern and credits income.
 - 14.8.6 After the student/self-paid intern pays FAI, FAI issues the student a receipt, specifying the program, i.e. AIES Fall semester/2013. The student will need this for their visa.
 - 14.8.7 FAI immediately sends an email to the AIES head bookkeeper and the AIES Admissions coordinator, updating them that the student has paid.
 - 14.8.8 For accounting in AIES books, FAI will record the payment in the monthly grant letter. The AIES head bookkeeper will credit the student/self-paid intern according to the monthly grant letter.
 - 14.8.9 The AIES head bookkeeper checks the student accounts after the beginning of each semester, and as necessary during the semester, to ensure that all students are have fully paid up.
 - 14.8.10 If a student has an outstanding debt, the AIES head bookkeeper informs the AIES Admissions Director and the AIES Program Director who make the initial follow-up with the student regarding their debt. If the student does not take care of the debt, the AIES Finance Director contacts the student.
- 14.9 Criteria for acceptance of students:
- 14.9.1 A completed application including:
 - A basic application form
 - US \$50 application fee
 - An essay indicating the candidates' goals and reasons for applying for admission to the Arava Institute and evidence of a clear personal interest in environmental issues.
 - Three references: academic, personal, and medical
 - An official transcript from the university at which the applicant most recently studied or a High School bagrut matriculation transcript.
 - Minimum 3.0 grade point average or equivalent.
 - A high level of English proficiency. Non-native English speakers are required to have a personal interview and pass an English exam.
 - Based on the above document, students must demonstrate a suitability to study within a diverse student body, in an international rigorous academic study abroad program.

- All applicants must be interviewed.

14.9.2 Students with specific mental health needs (that have been treated before arriving) may be requested to sign a letter of agreement regarding ongoing psychological treatment in Israel during their participation in the AIES program and their responsibilities for its costs.

14.10 Admissions Procedure

14.10.1 All applications are reviewed by the admissions committee. The admissions committee will accept or reject a candidate based on the above admissions criteria. In some cases, if a student is missing some of the criteria, but shows exceptional academic promise and suitability for the program, the admissions committee can make an exception. If accepted, he/she will be accepted on a conditional basis for one semester at a time only.

14.10.2 The admissions committee ensures that the academic program is made up of an appropriate and balanced student body regarding academic level, demographic make-up, and suitability of individual candidates.

14.10.3 The admissions coordinator will send a letter of acceptance or rejection to the student once a decision has been made. Appeals for rejected students may be considered on an individual basis.

14.10.4 The admissions committee is not required to explain its decisions to the candidates.

14.10.5 Once a student is accepted, an acceptance packet will be emailed to the student with all the information the student needs prior to his/ her arrival.

14.11 Internship Policy

14.11.1 The Executive Committee must approve the creation of any new intern positions at the Arava Institute.

14.11.2 A request to the Executive Committee for approval of a new intern position must include a written job description.

14.11.3 Once the creation of a new intern position has been approved, the Admissions Committee must then approve the specific candidate to fill that position.

14.11.4 Interns will be reminded that they must come with their own laptop, cell phone and Israeli health insurance (preferably Kupat Holim).

14.11.5 The Admissions coordinator is responsible for preparing and ensuring that interns sign all necessary documents including an agreement with AIES, insurance forms, and health forms etc.

- 14.11.6 The Admissions coordinator coordinates all AIES internships. All requests for an intern must go through them, and all potential interns must contact or be put in contact with them.
- 14.11.7 The Executive Committee places a cap of a total of 15 interns at once, not including PAs. If we reach that number and there is a request for an additional intern, the Executive Committee must first discuss changing the cap.

15. FACULTY EXPRESSION

- 15.1 The Arava Institute for Environmental Studies is an academic institute, and like most academic institutes, the Arava Institute supports the public exchange of ideas and opinions, and does not censor its staff or faculty from expressing their own views.
- 15.2 In order to ensure that faculty and staff opinions are not perceived as views of the Arava Institute, all articles, op-eds, and letters should clearly state that opinions expressed are personal opinions and do not reflect the views of the Arava Institute.

16. CRISIS SITUATIONS

- 16.1 The Arava Institute views the safety of its students as a paramount value and would not continue to run its program if doing so involved placing students at risk. The Institute administration reevaluates the security situation periodically and is committed to taking any additional steps if there is an indication that such measures are necessary.
- 16.2 To ensure student safety, during times of heightened political tension, the campus life program distributes a travel advisory for Arava Institute students and interns, specifying areas that should be avoided and when necessary suggesting strongly that they limit their travel. Guidelines for non-Israeli students about normal security practices in Israel such as checking bags at entrances to malls or stores, the concept of “suspicious objects”, etc. are presented to students. An armed guard accompanies all official AIES overnight trips in the country.
- 16.3 Students travelling in Israel independently are requested to maintain contact with the Arava Institute campus life department and the department has their cellular phone numbers so students can be reached when they are away.
- 16.4 Please note that Kibbutz Ketura is not in a contested area, and that its isolation adds a significant margin of safety to the Institute’s other measures. The Institute considers the Kibbutz Ketura community, in which the Institute campus is located, to be an extremely safe place. In the unlikely event of security threats in the region resulting in the Arava Civil Defense Authority declaring a high state of alert, the Institute would help students make arrangements to immediately reserve flights from the Eilat airport to Ben Gurion airport where they would continue on to their home country. In such a case, the Institute would also notify the home country’s embassy for students so they would know the whereabouts of their citizens.
- 16.5 If a student has to leave the program early in such a situation, the Institute would evaluate the requirements of each course separately for completion. If a course has a conventional exam, the Institute would arrange with its lecturer to either have it administered at the students’ home university or to allow the student to take the exam early. The Institute will make whatever arrangements are necessary so that students can complete the program.
- 16.6 External institutions and student families are provided with contact information of relevant staff to contact in case of emergencies.

17. CAMPUS LIFE POLICIES**17.1 Dining Room and Kitchen**

17.1.1 The Arava Institute pays Kibbutz Ketura on a monthly basis for meals in the dining room for students and staff who are not members of Kibbutz Ketura. Students are allowed to take food to their rooms in plastic containers. Students are asked not to take more food than for one meal and not to store food for the week.

17.1.2 Students and staff are required to respect Ketura dining room rules and kashrut as outlined in Campus Life handbook.

17.1.3 Students, PAs and interns are required to do weekday toranut (dining room duty) once a semester. Due to the demands of the Academic Program, there will not be a student toran every night of the week. Students, PAs and interns do not do toranut on Friday nights, Saturday lunch or Saturday night.

17.2 Attendance of students at special kibbutz events (weddings, etc.)

17.3 Students may be invited to any kibbutz event. The additional charge to the Institute for such events will be worked out between the Kibbutz Treasurer and the Arava Institute.

17.4 Student Guests

17.4.1 Students must get permission from the Campus Coordinator to have guests and guest requests must be made as early as possible.

17.4.2 Students should have no more than two guests at a time.

17.4.3 Student guests can stay for no more than two nights/three days.

17.4.4 Guests should eat NO MORE THAN 6 meals in the Dining Hall.

17.4.5 Each student should limit guest visits to three times/semester.

17.4.6 Guests should stay in student's room or unit (must be acceptable to all unit members and roommates ahead of time)

- The Arava Institute is responsible for paying for the meals of guests of the students who are hosted on campus.
- Guests may also stay at Keren Kolot. AIES is not responsible for meal costs of student guests staying at Keren Kolot.

17.5 Pets: The Executive Committee strongly requests that all classroom and campus space be dog and cat free. Students and interns are not allowed to bring pets to live on campus.

17.6 Arava Institute Illegal Drug Use Policy

17.6.1 The AIES has a zero-tolerance towards the use of illegal substance. For the avoidance of doubt, the use of drugs (including, but not limited to, non-prescribed medications and substances deemed as not being legal, or not being legally obtained and/or utilized in accordance with the laws

of the State of Israel) are illegal and strictly forbidden on the AIES campus, in Kibbutz Ketura and in the State of Israel.

17.6.2 In the event a student or intern of the AIES is found to be in possession of, or using, known illegal substances whilst at Kibbutz Ketura, or during the term of the AIES semester or semester breaks of the AIES, the AIES reserves the right to immediately expel or dismiss such person(s).

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17.7 Student Health and wellbeing

17.7.1 Mental and Emotional Healthcare: The emotional well-being of students is of vital importance. The Arava institute does have a campus counselor available to all students and interns. In order to make an appointment, students need to speak to the Campus Life Director or Campus Coordinator. The campus counselor will arrange individual and confidential meetings with the students as required. These meeting with take place on the kibbutz, at the student's convenience.

17.7.2 In addition, students and interns do have access to a psychological counseling service center that offers a variety of mental health services. The local counseling center is located at Yotvata 7 minutes' drive from the campus. In order, to attend the counseling center, the student must be referred by the campus councilor. Any costs incurred at the counseling center would be the responsibility of the student to cover.

17.7.3 If for any reason a decision is made that a student is unable to continue in the program due to mental health issues, this decision will only be made in coordination with the student themselves, the Program and Campus life Director and the students family and their home university as necessary.

17.7.4 Health Insurance: Students must bring insurance from their country of origin however in addition the institute will provide Israeli medical coverage "KUPAT HOLIM" and will be provided health insurance policy for non-Israelis. This Kupat Holim policy covers the most common cases of our students' needs.

17.7.5 This policy covers:

- Illness, accidents and hospitalization if needed
- Treatment in the infirmary at the local regional clinic at Yotvata (a 10-minute drive away) and elsewhere within the State of Israel. It also covers hospitalization in Kupat Holim hospitals only.

17.7.6 This policy does not cover:

- Pre-existing conditions, dental care, terminal illnesses, or issues relating to pregnancy; or medication of any kind or fees for ambulance if necessary.
- Students planning to travel outside of Israel must come with their own travel insurance, as the Kupat Cholim insurance only covers care within Israel.

17.7.7 In the event that a medical need arises that is excluded by the KUPAT HOLIM policy, such as a pre-existing condition or prescriptions, students will be required to make direct payment – in this case insurance from the student's home country may enable the student to recover those funds.

17.7.8 The Yotvata medical clinic is 7 minutes' drive from the campus and the local hospital is in Eilat, half an hour drive from the kibbutz. The kibbutz has its own paramedic and ambulance. Ambulance not covered by their kupat holim.

17.8 Sexual Harassment policy

17.8.1 The Arava Institute values and actively pursues a work and learning environment free of any form of sexual harassment. The Arava Institute regards any occurrence of sexual harassment severely and commits to doing everything within its power to prevent any such incidents. Sexual harassment of any kind denies the right to the individual's human dignity, freedom, privacy and gender equality.

17.8.2 A copy of the Arava Institutes Regulations for the Prevention of Sexual Harassment is available to every student. See also Section 18, CAMPUS REGULATIONS FOR THE PREVENTION OF SEXUAL HARASSMENT: STUDENT POLICY AND PROCEDURE, p. 54.

17.9 Outward expressions of solidarity or protest by students

17.9.1 The Arava Institute supports the right to freedom of expression. This freedom must be tempered with respect and sensitivity to fellow students, to staff of the Arava Institute and to the members of Kibbutz Ketura.

17.9.2 The Arava Institute differentiates between freedom of expression on the campus and freedom of expression within Kibbutz Ketura as whole.

17.9.3 Students of the Arava Institute are guests of Kibbutz Ketura. Kibbutz Ketura is hosting a group of Palestinian, Jordanian, Israeli, and international students, who are politically aware during highly turbulent

political periods. Kibbutz members are asked to understand that these adults will want to be able to express themselves. It is the Institute's responsibility to define a safe space where political dialogue can take place in such a way as to answer the needs of the students while at the same time, respect and protect students, staff, kibbutz members, residents and guests.

17.9.4 Students should have the freedom to express their political beliefs in the area of the Arava Institute dorm rooms. Below are the places that are permitted for outward expression of solidarity, such as flags, posters, or signs, as long as they are not inciting or hurtful to other students and AIES staff:

- Inside the campus apartments and room
- Outside between the buildings and the walls of Acacia and Argania (the walls that are facing each other on the grassy area of the campus)
- Outside between the May Mann Dorms (the area of the dorms that are facing each other)
- During hours of the PELS sessions
- Places that are not permitted for outward expression of solidarity or protest, such as flags, posters, or signs:
 - On the walls facing outward toward the kibbutz. This includes the paths of the kibbutz, the roads of the kibbutz, and the Keren Kolot guest rooms
 - Anywhere on the Kibbutz other than the campus, including the dining room, Mercaz building/ classroom or entrance to Kibbutz Ketura

17.10 Policy on Student Organized Demonstrations

17.10.1 As a leading environmental and peace non-governmental organization (NGO) in the Middle East, the Arava Institute encourages its students to take a public stand on issues of sustainability, environmental protection and peaceful solutions to the conflict in the region. One way in which students may choose to voice their opinions is to organize or participate in a demonstration.

17.10.2 The following are a set of recommendations to current Arava Institute students who decide to organize or participate in a demonstration:

- Students should be completely aware of the legality of the demonstration and the possible legal repercussions resulting from their participation.

- Students should be familiar with the central issue of the demonstration, know the basic facts and the different viewpoints of the various stakeholders.
- Non-Israeli citizens planning on participating in a demonstration in Israel should consult with a member of the staff before participating. Each demonstration has its own level of risk due to different circumstances and it is important that non-Israeli citizens are apprised of the level of risk they are taking before making a decision to demonstrate.
- Due to the sensitive nature of the relationship between the Institute and the Kibbutz, students at demonstrations are asked to identify themselves as being students from the Arava Institute but not emphasize that the institute is located on Kibbutz Ketura. In any case, students are asked not to present themselves in a way that might leave the impression that they are representing Kibbutz Ketura at the demonstration.

17.11 Kibbutz Car Use Policy of the Arava Institute

- 17.11.1 In general, the Institute is aware of the demand for cars from the kibbutz car pool by members of the kibbutz and will make an effort to minimize the use of kibbutz cars for Institute related purposes.
- 17.11.2 An Institute staff member who is a member or resident of the kibbutz may order a car for work related purposes directly from the kibbutz car pool.
- 17.11.3 An Institute staff member who is not a member or resident of Kibbutz Ketura is allowed to drive a car for work related purposes if he or she has received an orientation for car use and passed the internal driver's test by the kibbutz mechanic. A list of approved drivers will be given to the Kibbutz Car Committee.
- 17.11.4 Placement of a car order for a work related trip for a member of the Arava Institute staff who is not a member of the kibbutz, may be made by the Director of Campus Life for the Academic Program and the Administrative Director for the rest of the Institute staff.
- 17.11.5 An Intern or a Program Associate (PA) of the Institute who is on the kibbutz for 4 months or longer is allowed to drive a kibbutz car for work related or personal reasons if he or she has received an orientation for car use and passed the internal driver's test by the kibbutz mechanic. Placement of the car order will be made by the Director of Campus Life or the Campus Life Coordinator. The Director will ensure that the kibbutz car coordinator and the public in general are aware of the intern or PA's privilege to use a kibbutz car. A list of approved intern/PA drivers will be given to the Kibbutz Car Committee.

- 17.11.6 Arava Institute students do not have the privilege to order or use kibbutz cars.
- 17.11.7 Members of the staff will order a kibbutz car for trips outside of the area (to travel to Sde Boker or further north) only under exceptional circumstances and with the permission of one of the Institute Directors or the Financial Director. The policy of the Institute is to rent a car for such a trips but it is not forbidden to use a kibbutz car for such a purpose when necessary.
- 17.11.8 Under certain circumstances if the Institute has a need for a large car, the Institute will rent a 7 seat car to replace a large car of the kibbutz. In coordination and with the permission of the kibbutz car coordinator, the Institute will place the rental car at the disposal of the kibbutz car pool while using the large car of the kibbutz for an Institute related needs.
- 17.11.9 The car designated for use during the day to go to the regional health clinic may be used to bring interns, PA's or students to the clinic.
- 17.11.10 Students, interns and PA's may sign up for the kibbutz car shuttle in the area (נהג תורן) and will be driven and picked up by the designated kibbutz member who is driving according to the list just as any other kibbutz resident.
- 17.11.11 When a member of the staff signs out a car for an Arava Institute work related purpose, they must sign their name and state that the purpose of the trip is work related. The purpose of this request is in order to gather information about car use and not as a means of setting priorities of who gets a car.
- 17.12 Club Car
- 17.12.1 Only a licensed driver may use the vehicle. It is forbidden to use the vehicle outside of the Kibbutz, including crossing the Arava Road (90).
- 17.12.2 It is forbidden to take the car out of charging if the car has not reached a full charge.
- 17.12.3 Pedestrians and bicycles have right of the way all of the time.
- 17.12.4 Driving on the paths of the Kibbutz should be avoided as much as possible.
- 17.12.5 All passengers on the car need to be sitting, no standing or hanging on to the sides of the vehicle.
- 17.12.6 Everyone who drives the car needs to get instruction and approval from the Park Technician
- 17.12.7 The Park Technician will be responsible for the maintenance and upkeep of the car. He will also be responsible for posting a sheet for signing up for use of the car.

- 17.12.8 At the end of the day the car will be parked in an enclosed storage area.
- 17.12.9 Students are not allowed to drive the car. Interns and PA's may drive the car if approved.
- 17.12.10 The keys to the storage area where the club car will be kept and the club car itself will be held by the Park Technician and a spare set of keys will be held by the Administrative Director.

- 18. CAMPUS REGULATIONS FOR THE PREVENTION OF SEXUAL HARASSMENT: STUDENT POLICY AND PROCEDURE**
- 18.1 The Arava Institute is committed to creating an academic environment free of sexual harassment. The Arava Institute views sexual harassment and maltreatment related to sexual harassment with the utmost severity and will do everything in its power to prevent it.
- 18.2 On September 20, 1998, the Law for the Prevention of Sexual Harassment 1998 in Israel came into effect. From that date forth, sexual harassment and maltreatment are criminal offenses and the basis for civil damages suits.
- 18.3 Objectives of these regulations:
- 18.3.1 To set forth the expectations of conduct and mutual respect in regards to sexual harassment
- 18.3.2 To set forth the process of complaint if these expectations are not met or violated.
- 18.3.3 To clarify what sexual harassment is and how to deal with the conduct if it arises,
- 18.3.4 To articulate the Arava Institute's strong opposition to sexual harassment and to identify consequences for such prohibited conduct.
- 18.3.5 To establish clearly that the Arava Institute is committed to providing a study and living environment that is free from discrimination and harassment in any form.
- 18.4 Officer for the Prevention of Sexual Harassment (2016): Daphna Feine, 052-8606281, dafnafeine@gmail.com
- 18.5 Definitions of sexual harassment and maltreatment
- 18.5.1 Sexual harassment has many different definitions and it is not the intent of this policy to limit the definition of sexual harassment, but to give as much guidance as possible concerning what activities constitute sexual harassment. Examples are given to explain but not to limit interpretation of this policy.
- 18.5.2 Although in most cases sexual harassment is perpetrated by a man towards a woman, sexual harassment may occur in situations where a woman harasses a man, or between two men or two women; the law covers all of these possibilities.
- 18.5.3 The law distinguishes between relations between participants of equal status and relations involving a supervisory element.
- 18.5.4 In cases where the offender takes advantage of their superior/subordinate status relations (such as a lecturer and a student), the person to whom the sexual harassment in any of its forms is perpetuated, is not obligated to show his/her objection or lack of interest in order for this to be considered harassment.

- 18.6 By law, sexual harassment is one of five forms of prohibited behavior. These are:
- 18.6.1 Forcing someone, through extortion or threat, to perform an act of a sexual nature.
- For example: A lecturer who threatens to fail a student if she does not submit to his sexual demands.
- 18.6.2 An indecent act.
- For example: A student who touches another student in an intimate place against his will; a student who exposes himself before a student against her will; an instructor who touches a student in an intimate place.
- 18.6.3 Making repeated overtures of a sexual nature to someone who has made it clear that he/she is not interested.
- For example : A student suggests to a fellow student that they spend a weekend together at a hotel and repeats this proposition even though the student has made it clear he is not interested.
 - Likewise, a lecturer or staff member who invites a student for a romantic evening at his apartment. In this case, there is no requirement for the student to show objections or lack of interest as qualified above.
- 18.6.4 Making repeated remarks or treatment directed towards a person focusing on that person's sexuality, when that person has made it clear by spoken words and/or behavior to the harasser that he/she is not interested in such remarks.(including repeated remarks about physical appearance)
- For example : A student that makes repeated remarks concerning sexual aspects of a fellow student's appearance, despite that person's expressed objection to such remarks.
 - Likewise, any comment or reference by a lecturer regarding a student's sexuality. In this instance, there is no requirement for the student to show objections or lack of interest as qualified in section b above.
- 18.6.5 Degrading or humiliating treatment directed towards a person on the basis of his/her gender, sexuality or sexual inclination. This prohibited behavior has been extended to include publication or sharing of a picture, film or recording of a person that focuses on their sexuality in circumstances that may humiliate or shame them, without express permission to publish or share.
- For example: A person humiliates another person on the basis of his sexual inclination.
- 18.7 Expression of lack of interest:

- 18.7.1 As a rule, a person must externalize the fact that he/she is not interested in the sexually harassing act.
- 18.7.2 A person must express the fact that he/she is not interested in the sexually harassing behavior in words or in behavior that is unequivocal.
- 18.7.3 These obligations do not apply to harassment through extortion, degrading or humiliating behavior, or exploitation of superior/subordinate status relations.
- 18.8 What does not constitute sexual harassment?
- 18.8.1 In spite of the effort of the law to define in detail what constitutes sexual harassment, it is the nature of definitions to always leave a gray area. For example, it is hard to define in advance what will constitute “degrading” or “humiliating” treatment with regards to a person’s sex or sexuality. The prohibition of sexual harassment does not forbid courtship performed in good will and with mutual interest. In addition, this law does not deal with harassment that is without a sexual implication.
- 18.9 What constitutes maltreatment and harm related to sexual harassment in the classroom and campus?
- 18.9.1 According to the law regarding sexual harassment, maltreatment is any harm, damage or injury that’s stems from sexual harassment, or from a complaint or suit filed following sexual harassment.
- 18.10 The legal repercussions of sexual harassment, maltreatment or any damage inflicted in connection with sexual harassment in the workplace
- 18.10.1 Sexual harassment, maltreatment and/or damage inflicted in connection with sexual harassment in the classroom or campus constitute illegal behavior:
- A criminal offense that may lead to the imprisonment and/or fining of the person perpetrating the harassment or maltreatment.
 - A civil offense that can serve as grounds for a civil suit. In such a suit, the plaintiff may sue the harasser or perpetrator of maltreatment for monetary compensation, including punitive damages without proof of damage as well as other forms of compensation –permanent or temporary.
- 18.11 Sexual harassment and maltreatment constitute disciplinary offenses under the Disciplinary Regulations for students.
- 18.11.1 Sexual harassment or maltreatment perpetrated by a student while in the course of activities at Arava Institute constitutes a severe disciplinary offense under the Arava Institute’s Student Disciplinary Regulations.
- 18.12 Policy and legal responsibility for staff, faculty and contractors

- 18.12.1 Sexual harassment, maltreatment and/or damages inflicted in connection with sexual harassment are contrary to the Arava Institute's policy. Sexual harassment, maltreatment or damages inflicted in connection with sexual harassment are contrary to the Arava Institute's policy and will not be tolerated. The Arava Institute will act to keep its academic and work environment free of such forms of behavior.
- 18.13 The Arava Institute's legal responsibility:
- 18.13.1 The law for the prevention of sexual harassment places special responsibility upon academic institutions for the behavior of their employees and appointees.
- 18.13.2 In keeping with the Arava Institute's responsibility under this law, the Arava Institute is considered an employer, its instructors are considered employees or appointees, and students are considered employees. For example: In the event that a lecturer sexually harasses a student at the Arava Institute, this shall be considered as an appointee's harassment of an employee. If such harassment takes place between two students, it shall be seen as harassment between two employees.
- 18.13.3 The law waives this special responsibility in cases where the employer fulfilled its legal obligations under the Law for the Prevention of Sexual Harassment. This obligation is, in principle, to employ reasonable means to prevent sexual harassment and maltreatment; to deal efficiently with every case brought to the employer's attention; and to prevent the recurrence of the offenses in question.
- 18.14 The prevention of sexual harassment, maltreatment and damage inflicted in connection with sexual harassment: The following sections of these regulations serve to clarify how the Arava Institute is prepared to prevent sexual harassment and maltreatment within the framework of its activities and, should they occur nevertheless, to deal with them.
- 18.15 Preventive measures
- 18.15.1 The Arava Institute demands that all of its employees, instructors, appointees and students refrain from sexual harassment, maltreatment and inflicting damage in connection with sexual harassment within the framework of the Institute's activity.
- 18.15.2 The Arava Institute requires every employee, instructor, appointee and student to do everything within his/her power to prevent sexual harassment and maltreatment, in order to keep the academic and work environment free of such detrimental behavior.
- 18.15.3 The Arava Institute requires every lecturer and student to participate in explanatory or instructional activity organized by the Arava Institute on the subject of sexual harassment.

- 18.15.4 All student and faculty contracts will include a signed appendix that the signee is aware of this policy and is committed to upholding it.
- 18.16 The accessibility of information
- 18.16.1 Every employee, instructor, appointee and student at the Arava Institute is entitled and encouraged to read and receive a copy of each of the following:
- The Law for the Prevention of Sexual Harassment, 1998.
 - The Ordinances for the Prevention of Sexual Harassment (employer's obligations) 1998
 - The Arava Institute's Regulations for the Prevention of Sexual Harassment.
 - Information regarding AIES's informational and instructional activities concerning the prohibition and prevention of sexual harassment.
- 18.16.2 Arava Institute lecturers or staff can obtain these documents from the Deputy Director or from the officer in charge of sexual harassment issues.
- 18.16.3 Arava Institute students can obtain these documents from the Campus Life or Program Director. Further information and explanations can be obtained from the officer in charge of sexual harassment issues.
- 18.17 What to do if you have been sexually harassed or maltreated? The following courses of action are available to a victim of sexual harassment or maltreatment:
- 18.17.1 A person who thinks he/she has been sexually harassed or maltreated can take any or all of the following courses of action:
- Have the matter dealt with within the Arava Institute. If the harassment or maltreatment took place within the bounds of Arava Institute activity (whether in a campus or study context), a complaint can be filed with the officer in charge of sexual harassment issues. The procedure for this is explained in 18.4.
 - File a complaint with the police.
 - File a civil suit.
- 18.17.2 The Arava Institute recommends that sexual harassment and maltreatment victims turn in any case to the officer in charge of sexual harassment issues at the Arava Institute, so that the Institute may act to prevent recurrence of the harassment or maltreatment, regardless of the victim's decision on whether or not to take legal action.
- 18.18 The procedure for filing a complaint and how complaints are handled within the bounds of AIES's legal responsibility
- 18.18.1 Who can file a complaint and under what circumstances?
Complaints may be filed by one of the following:

- A student who claims to have been sexually harassed or maltreated in the course of activity at the Arava Institute.
 - A person representing a student. In such case, it is recommended that the representative provide evidence testifying that the alleged victim has agreed to file the complaint (e.g. a letter signed by the victim).
- 18.18.2 Where should the complaint be filed?
- Any complaint regarding sexual harassment or maltreatment that occurred within the bounds of Arava Institute's activities must be filed with the officer in charge of sexual harassment issues.
 - In the absence of the officer or in the situation that the plaintiff does not feel comfortable with the officer in charge of sexual harassment or feels that the officer has a personal connection to the complaint) the plaintiff can turn to the Deputy Director or the Academic Program Director, who will refer the matter to the appropriate authorities.
- 18.18.3 The contents of the complaint: The complaint will contain a description of the incident(s), including:
- The identities of the people involved and witnesses, should there be any.
 - The circumstances of the incident(s) (such as: location and time).
 - An indication whether or not the plaintiff made it unequivocally clear to the harasser that he/she finds the harassing behavior objectionable.
 - An indication whether or not there exists any relationship of dependence or subordination or the like between the plaintiff and the accused.
- 18.18.4 Filing procedure: It is recommended that complaints be filed in writing, but complaints also can be made verbally. In the case of a verbal complaint:
- The officer in charge of sexual harassment issues will write down the contents of the complaint.
 - The plaintiff will sign the officer's transcription, authorizing its contents.
 - The officer will give the plaintiff a copy of the complaint.
- 18.19 The procedure for investigating the complaint. After receiving a complaint, the officer in charge of sexual harassment issues will take the following steps:
- 18.19.1 Inform the plaintiff of the courses of action legally available to him/her (as described in section 17.8.1 of these regulations).
- 18.19.2 Act to investigate the claim. For this purpose, and among other steps, the officer will hear the plaintiff, the accused, and other witnesses,

should there be any, and will thoroughly investigate any information he/she receives in connection with the complaint.

- 18.19.3 The officer will not handle the investigation of the complaint if he/she has any personal connection to the substance of the complaint or the persons involved in it. In such cases, the officer will transfer the investigation and refer the complaint to the Deputy Director.
- 18.19.4 Investigation of the complaint will be undertaken without delay.
- 18.19.5 The officer will take actions while striving to preserve, as far as possible, the dignity and privacy of the plaintiff, the accused, and witnesses. In addition:
- The officer will not reveal information he/she receives during the investigation unless it is required by the needs of the investigation itself or by law.
 - The officer will not ask for information regarding the plaintiff's past sexual behavior that is not related to the accused and will disregard such information of this nature, if it is presented. This subsection will not apply if the officer believes that failure to ask for such information or to take it into consideration will result in an irreparable wrong against the accused.
- 18.19.6 AIES will protect the plaintiff during the investigation of the complaint from any harm related to campus or study that might result from filing the complaint or from any other harm in the framework of campus or study relations that might impede the investigation. Among other things, AIES will act to keep the accused as far from the plaintiff as possible, or as far as seems appropriate in the circumstances at hand.
- 18.19.7 At the end of the investigation, the officer will submit his/her findings in writing without delay, along with his/her detailed recommendations regarding further action in connection with the complaint, including any one of the courses of action described below.
- In cases of a complaint against a student at AIES, the findings will be submitted to the Program Director and to the Deputy Director.
 - In cases of a complaint against a lecturer or any other employee, the findings will be submitted to the Executive Director.
 - In cases where the complaint is made against the employee of a manpower contractor or a subcontractor assigned to perform work at the Arava Institute, the findings will also be submitted to the employee's official employer.
- 18.19.8 Should the Arava Institute learn of a case of sexual harassment or maltreatment in the framework of campus or academic relations, following which no complaint was filed or the complaint was withdrawn, the case will be forwarded to the officer in charge of sexual harassment

issues for investigation. Having received information concerning such a case as described above, the officer will investigate the case, to the extent possible, according to this section, with the appropriate changes. If the complaint was withdrawn, the officer will investigate the reasons for the withdrawal.

18.20 AIES actions in the case of sexual harassment or maltreatment

18.20.1 Within seven working days of having received the officer's findings and recommendations, as aforesaid, the Executive Director will make a decision in a time period that does not exceed 7 days to take action in accordance with his/her authority, in any of the following ways:

- Issuing directives to students involved in the incident, including directives regarding proper conduct within the framework of academic relations, and distancing the accused from the plaintiff's vicinity, as well as taking measures in campus and study-related matters that will prevent recurrence of the sexual harassment or maltreatment, or remedy the harm done to the victim as a result of the harassment or maltreatment.
- In a case of sexual harassment by a student at the Arava Institute, opening disciplinary proceedings pursuant to the students' disciplinary regulations.
- Not taking any steps.

18.20.2 The Arava Institute will act without delay to implement the decision of the appropriate authority pursuant to the section above and will send a written notification of the decision clarifying the reasons behind the ruling to both the plaintiff and the accused, as well as to the officer in charge of sexual harassment issues; likewise, the employer will enable the plaintiff and the accused to inspect the officer's findings and recommendations.

18.20.3 The Arava Institute is entitled, following a change in circumstances, to alter its decision according to the section above or delay implementation of its decision and will send a written notification to the plaintiff, the accused and the officer clarifying the reasons behind this step.

18.20.4 The above notwithstanding, AIES retains the right to postpone its decision, alter it, or delay its implementation due to other pending legal or disciplinary proceedings concerning the incident addressed in the decision. Should AIES act in such a manner, the following steps shall be taken:

- AIES will send a written notification to the plaintiff, the accused, and the officer explaining the reasons for this step;

- So long as such proceedings have not been concluded, AIES will act pursuant to the directives of section 17.9.5.5;
- After the conclusion of the proceedings, AIES will reach a decision pursuant to subsection 17.9.6.1.

18.20.5 Should the accused, although employed de facto at AIES, be officially employed by a manpower contractor or a subcontractor, AIES and the accused's employer can decide together which of them shall carry out the directives of the above section, in whole or in part.

19. WEST BANK TRAVEL POLICY

- 19.1 All instances of Institute organized visits to the West Bank for the academic program will be brought on a case-by-case basis for approval to the Executive Committee.
- 19.2 If approved, there must be an update on logistics and procedure (i.e. security, bus, etc.) to the Executive Committee before the visit takes place.
- 19.3 All instances of short programs programming travelling into the West Bank will be coordinated with the body contracting the Institute for the programming and will be brought to the Executive Committee as described above.
- 19.4 Staff is required to follow proper procedure for asking permissions from authorities.
- 19.5 Due diligence will be applied to notify groups (students, staff, programs) that a trip will be going to the West Bank, and to which areas of the West Bank will be visited.